



SAM Research Inc.
Member of the SAM Group

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Company name: _____

Registration Data: _____

Respondent's name: _____
(person to be contacted in case of questions)

Function/position: _____

Department: _____

Address: _____

Town/city: _____

Zip: _____

Country: _____

Phone: _____

Fax: _____

E-mail: _____

Web: _____

Approval Form

Company Name: _____

Confirmation of Truthful Company Statements and Documentation

The following people confirm that all statements made in the SAM Corporate Sustainability Assessment Questionnaire online or on paper as well as additional information / documentation (listed below) provided to SAM Research is true to the best of their knowledge. They confirm that they have read and accepted SAM's Information Policy and Disclaimer concerning the use of the provided information indicated below.

Name Function / Position

Signature Place, date

Name Function / Position

Signature Place, date

Documentation provided

Please include only recent documentation which has not previously been sent to SAM Research.

SAM Corporate Sustainability Assessment Questionnaire (paper version)

Date submitted: _____

Annual / Financial Reports

Sustainability Reports

Environmental Reports

Social Reports

Others

Use of Information Policy and Disclaimer

SAM Research Inc. (this term shall include its related, affiliated and subsidiary companies) will use the information provided by your company in connection with this survey as a basis for defining and distributing index products. In addition, this information may be used in aggregated form for other commercial activities of SAM Research Inc. such as research, advisory or investment activities. In aggregated - but never in individual - form, this information may also be used for publication. Aggregated information refers to information that is expressed in scores, not to the detailed information contained in the SAM Corporate Sustainability Assessment Questionnaire. By completing and returning to us this questionnaire, you agree to the use of such information as specified herein and that such information may be transferred abroad. To the extent permitted by law, SAM Research Inc. shall not be liable for any direct, indirect or consequential damages arising out of the use of such information. With regard to other important legal issues we refer to the disclaimer as stated on <http://www.sam-group.com/assessment2002> (after login). This policy and the disclaimer may be updated occasionally. Our use of such information is subject to the policy and disclaimer in effect at the time of use.

Economic Dimension

Corporate Governance

1. How many members are on your Board of directors? Board of directors?
- _____ members
 - Not applicable. Please provide explanations in the comment box below.
 - Not known

Comment:

2. How many Employee/Trade Union representatives, that are required by law, do you have on your Board/Supervisory Board?
- _____ Employee/Trade Union representatives
 - Not known
 - Not applicable

Comment:

3. How many Board members have executive functions in your company?
- _____ members
 - Not applicable. Please provide explanations in the comment box below.
 - Not known

Comment:

4. Is the Board headed by a non-executive chairman and/or a lead director?
- Yes
 - No
 - Not applicable. Please provide explanations in the comment box below.
 - Not known

Comment:

5. Please indicate in the table below the functions, and associated committee names, for which the Board explicitly assumes formal responsibility.

| Function | Responsibilities | Name of committee |
|---|---|-------------------|
| Strategy | <input type="checkbox"/> Formal Board Responsibility | |
| Audit, accounting, risk management | <input type="checkbox"/> Formal Board Responsibility <input type="checkbox"/> All members are non-executives | |
| Selection and nomination of board members and top management | <input type="checkbox"/> Formal Board Responsibility <input type="checkbox"/> All members are non-executives | |
| Remuneration of board members and top management | <input type="checkbox"/> Formal Board Responsibility <input type="checkbox"/> All members are non-executives | |
| Corporate social responsibility, corporate citizenship, sustainable development | <input type="checkbox"/> Formal Board Responsibility | |

- Not applicable. Please provide explanations in the comment box below.
- Not known

Comment:

6. Please indicate if the Board of your company has issued a formal corporate governance policy. If yes, please attach the document or indicate where it can be found (website, annual report etc.).

- Yes, documented in _____
- No
- Not applicable. Please provide explanations in the comment box below.
- Not known

Comment:

7. Please indicate the percentage of the main nationality represented on your Board of Directors relative to all other nationalities represented on the Board.

- ___%
- Not applicable. Please provide explanations in the comment box below.
- Not known

Comment:

8. How many women are members of your company's Board of Directors?

- _____
- Not applicable. Please provide explanations in the comment box below.
- Not known

Comment:

9. Please indicate the percentage of fees for management consulting paid to your auditing firm as a percentage of total fees paid to your auditing firm at corporate level in 2002.

- ___%
- Not applicable. Please provide explanations in the comment box below.
- Not known

Comment:

10. Do you externally communicate the remuneration/compensation of your senior directors (CEO and Board members)? Please attach documents and/or indicate web address.

- Yes, on an individual level.
- Yes, on an average level per member (e.g. board/supervisory board).
- Yes, on aggregated level, including other senior management.
- No
- Not applicable. Please provide explanations in the comment box below.
- Not known

Comment:

Documents (pages):

http://

Investor Relations

11. Please provide examples of material (e.g. analyst presentations, websites, reports etc.) used to communicate with analysts and investors about sustainability issues.

- _____
- Not applicable. Please provide explanations in the comment box below.
- Not known

Comment:

12. Please indicate the number of face to face investor meetings your company has held in the last fiscal year (1 on 1s and/or seminars) with regard to your sustainability / corporate social responsibility strategy and performance.
- _____ meetings in the last fiscal year.
 - Not applicable. Please provide explanations in the comment box below.
 - Not known

Comment:

13. Do you conduct regular investor perception studies?
- Yes
 - No
 - Not applicable. Please provide explanations in the comment box below.
 - Not known

Comment:

If yes, which of the following aspects are part of the perception study process/system? Please provide supporting documents or indicate website.

- Number of perception studies per year: _____
- Feedback to board
- Feedback to chief financial officer
- Others, please specify: _____
- None
- Not known
- Not applicable. Please provide explanations in the comment box below.

Comment:

Documents (pages):

http://

Strategic Planning

14. Please tick the five (5) most important options where you perceive the most value is added from your sustainability strategy in terms of value generation/competitiveness enhancement.
- Access to capital
 - Talent attraction
 - Operational efficiency
 - Innovation Trigger
 - Reputational Enhancement
 - Maintaining licence to operate by stakeholders (such as public, employees, NGOs etc.)
 - Reducing Environmental Footprint
 - Future Business Option Creation
 - Not applicable. Please provide explanations in the comment box below.
 - Not known

Comment:

15. Which of the following tools do you systematically use for strategic planning at corporate level?
- Answer:
 - Portfolio theory; briefly describe how it is applied:

 - Real options methods; briefly describe how they are applied.

-
- Scenario planning; indicate the average time horizon used:_____
 - Systems dynamics methods; briefly describe how it is applied:
-

Others: please describe:

- Not applicable. Please provide explanations in the comment box below.
- Not known

Comment:

16. Please attach or indicate a web address of corporate statements or reports that indicate the core values and/or business principles of your company.

- _____
- Not applicable. Please provide explanations in the comment box below.
- Not known

Comment:

Documents (pages):

http://

Scorecards/Measurement Systems

17. Please indicate the main purposes of your scorecard/measurement systems (such as Balanced Scorecards or similar).

- Answer:
 - To measure and integrate overall tangible and intangible corporate performance
 - To act as an integrated strategic planning and management tool, linking different levels of the company
 - To share process best practice across business units
 - To compare business unit performances (Key Performance Indicators)
 - No scorecard/measurement systems implemented
- Not applicable. Please provide explanations in the comment box below.
- Not known

Comment:

18. Which perspectives are integrated in your company's scorecards/measurement systems at a group/corporate level (Balanced Scorecard or similar)?

- Answer:
 - Customer / Stakeholder perspective
 - Governance / Stakeholder perspective
 - Financial / Shareholder perspective
 - Process / Operational perspective
 - People (Employee) / Learning perspective
 - Reputation perspective
 - Others, please specify:_____
- Not applicable. Please provide explanations in the comment box below.
- Not known

Comment:

Documents (pages):

<http://>

Risk & Crisis Management

19. Please indicate the name and position of your chief risk officer or person responsible for this function.

- Name: _____ Position: _____ Number of levels from the Board: _____
- Not applicable. Please provide explanations in the comment box below.
- Not known

Comment:

20. Please indicate the name, position and reporting line of the person responsible for issue/reputation management (i.e. coordination and communication of issues with high potential risk to your company's reputation) at a group level. Please also refer to the helptext. issue/reputation management (i.e. coordination and communication of issues with high potential risk to your company's reputation) at a group level. Please also refer to the helptext.

- Name: _____ Position: _____ Number of levels from the Board: _____ Reporting line: _____
- Not applicable. Please provide explanations in the comment box below.
- Not known

Comment:

21. Please indicate the elements included in your company's crisis/emergency plans.

- Answer:
- Business continuity plan
 - Communication with the media and other critical audiences/stakeholders affected
 - Co-ordination between departments involved (e.g. Public Relations, Investor Relations, Manufacturing, Customer Service, Finance and Risk Management departments)
 - Frequent rehearsal/testing of plans
 - Mechanisms for early internal/external notification of an emergency situation
- Not applicable. Please provide explanations in the comment box below.
- Not known

Comment:

Documents (pages):

<http://>

Codes of Conduct/Compliance/Corruption&Bribery

22. Please indicate for which areas corporate codes of conduct have been defined at a group level (including subsidiaries). Please attach supporting documents, codes of conduct, etc.

- Answer:
- Corruption and bribery
 - Discrimination
 - Confidentiality of information
 - Money-laundering, insider trading
 - Security of staff, business partners, customers
 - Environment, health and safety
- Documented in:
- _____

- Not applicable. Please provide explanations in the comment box below.

- Not known

Comment:

23. What mechanisms are in place to ensure effective implementation of your company's codes of conduct?

- Answer:
- Responsibilities, accountabilities and reporting lines are systemically defined in all divisions and group companies.
 - Regular employee communication.
 - Dedicated help desks.
 - Intranet with practical examples for training purposes.
 - Codes of conduct linked to employee remuneration.
 - Employee performance appraisal systems integrates compliance/codes of conduct.
 - Disciplinary actions in case of breach (i.e. zero tolerance policy)
 - Compliance system is certified, please specify:_____
- Not applicable. Please provide explanations in the comment box below.
- Not known

Comment:

24. Please indicate which of the following aspects are covered by your anti-corruption and bribery policy. Please refer also to the helptext.

- Bribes (in any form, including kickbacks, on any portion of contract payments)
 - Direct or indirect political contributions
 - Political contributions publicly disclosed. Please attach document and/or website:_____
 - Charitable contributions and sponsorship.
 - Charitable contributions and sponsorship publicly disclosed. Please attach document and/or website:_____
- Policy in development and to be implemented within next_____ months/year(s)
- Not known
- Not applicable. Please provide explanations in the comment box below.

Comment:

25. Who does your corruption and bribery policy apply to? Please indicate the percentage of coverage of your corruption and bribery policy relative to the total number of:

- Employees group-/worldwide:___ %
 - Contractors/Suppliers/Service providers:___ %
 - Subsidiaries:___ %
 - Joint ventures:___ %
- Not applicable. Please provide explanations in the comment box below.
- Not known

Comment:

26. Does your company publicly report on breeches of your corruption and bribery policy? Please attach documents and/or web address.

- Yes, please refer to the document(s) attached:_____
- No
- Not applicable. Please provide explanations in the comment box below.
- Not known

Comment:

Documents (pages):

<http://>

Customer Relationship Management

27. What approach do you use for integrating customer feedback?
- Harmonized CRM database at business unit level
 - Webbased, harmonized feedback channels
 - Integration of feedback into product/services development
 - Dedicated Helpdesks for complaints
 - Ombudsman for complaints
 - Not applicable. Please provide explanation in the comment box below.
 - Not known

Comment:

28. Does your company systematically monitor customer satisfaction? Please provide documents.
- Answer:
 - Yes, it is monitored by third parties
 - Yes, it is monitored internally
 - No
 - Not applicable. Please provide explanations in the comment box below.
 - Not known

Comment:

Documents (pages):

<http://>

Environmental Dimension

Environmental Policy/Management

29. Please indicate the name, position and reporting line of the person responsible for environmental issues at the highest level within your organization.
- Name: _____ Position: _____ Number of levels from the Board: _____ Reporting line: _____
 - Not applicable. Please provide explanations in the comment box below.
 - Not known

Comment:

30. Has your company adopted a corporate environmental policy? (whether stand alone or integrated into a broader policy statement). Please refer to the policy or indicate where it can be found on the web.
- Yes, documented in: _____
 - No
 - Policy is in development and to be implemented within the next _____ months
 - Not applicable. Please provide explanations in the comment box below.
 - Not known

Comment:

If yes, please indicate whether this policy applies to:

- Answer:
- Company's own operations
 - Environmental impacts of products & services
 - Suppliers & service providers (e.g. contractors)
 - Other key business partners (e.g. non-managed operations, JV partners, etc.), please specify:_____
- Not applicable. Please provide explanations in the comment box below.
- Not known

Comment:

31. Have quantified environmental targets been defined for the whole company? Please attach relevant documents.

- Yes
- No
- Groupwide targets are in development, to be implemented within the next_____ months
- Not applicable. Please provide explanations in the comment box below.
- Not known

Comment:

Public availability of environmental targets

- Yes, documentation attached
- Yes, no documentation
- No
- Not applicable. Please provide explanations in the comment box below.
- Not known

Comment:

32. Please indicate how your environmental management system is certified.

- ISO 14001, JIS Q 14001, EMAS
- Third party certification by specialized companies
 - Certification by company-own specialists from headquarter
- Not certified
- Not applicable. Please provide explanations in the comment box below.
- Not known

Comment:

33. Please indicate the percentage of total revenues certified according to these systems:

- ___ % of revenues
- Not applicable. Please provide explanations in the comment box below.
- Not known

Comment:

Documents (pages):

http://

Environmental Performance

34. Please complete the following table and include a short explanation of the trend.

| Indicator | Unit (if | Estimated | 1999 | 2000 | 2001 | 2002 | Explanation |
|-----------------------|----------|-----------|------|------|------|------|-------------|
| <input type="radio"/> | | | | | | | |

| | different from unit indicated) | coverage (%) of total revenue in 2002 | | | | | of trend |
|--|--------------------------------|---------------------------------------|--|--|--|--|----------|
| Total energy consumption (GJ) | | | | | | | |
| Total direct GHG emissions (tons CO2 equivalent) | | | | | | | |
| Total water use (tons) | | | | | | | |
| Total waste generation (tons) | | | | | | | |

- Not applicable. Please provide explanations in the comment box below.
- Not known

Comment:

Documents (pages):

http://

Advanced Environmental Management System

35. Have corporate environmental requirements or guidelines been developed for the following?

- Answer:
 - Production operations
 - Maintenance operations
 - Selection/on-going evaluation of suppliers/contractors/service providers
 - Development of new products and services
 - New projects
 - Non-managed operations/licensees/third-party manufacturers/JV partners
 - Due-diligence/Mergers and acquisitions
 - Other

-
- Not applicable. Please provide explanations in the comment box below.
 - Not known

Comment:

36. How frequently is environmental data (e.g. emissions to air, water, land, resource consumption, accidents) reported by operations/business units to corporate?

- Monthly
- Quarterly
- Yearly
- Irregularly
- Not reported as yet
- Not applicable. Please provide explanations in the comment box below.
- Not known

Comment:

37. Does your company have a centralized database for environmental data that is accessible from various parts of your organization?

- Answer:
- Yes, database is accessible at corporate level
 - Yes database is accessible at business unit/divisional level
 - Yes database is accessible by individual operations
 - No centralized database exists
- Not applicable. Please provide explanations in the comment box below.
- Not known

Comment:

38. Please complete the following table (or attach documents) with your company-wide environmental data and explain trends. (Note: significant environmental incidents are incidents which resulted in extensive or long-term impairment of ecosystem function, contamination or shortage of surface/ground water supply, chronic illness, permanent disabling injury, fatality or extensive property damage to the public, irreparable damage to highly valued structures or sacred locations)

- Answer:

| Parameter | Unit | 1999 | 2000 | 2001 | 2002 | Comments |
|----------------------------|----------------------------|------|------|------|------|----------|
| Hazardous waste | tons | | | | | |
| Waste disposed to landfill | % of total waste generated | | | | | |
| Incidents | Number | | | | | |

- Not applicable. Please provide explanations in the comment box below.
- Not known

Comment:

Documents (pages):

http://

Product Stewardship

39. Are there programs in place to formally assess and minimise the environmental impacts of product packaging, distribution, use and disposal?

- Yes

- No

- Not applicable. Please provide explanations in the comment box below.

- Not known

Comment:

40. Which of the following aspects are formally included in the development and design of new products?

- Answer:

- Environmental impacts of product use and maintenance. Please specify_____
- Environmental impacts of product manufacturing. Please specify_____
- Environmental impacts of raw materials production. Please specify_____
- Upgradability and modularity of products
- Disassembly, reuse and recycling of the product and its components
- Other_____

- Not applicable. Please provide explanations in the comment box below.

- Not known

Comment:

41. To what extent is your company actively and directly involved in product take back programs (e.g. disassembly, reuse or recycling of the product and its components)? Please indicate the proportion of revenue corresponding to products covered by such programs.

Answer:

Product take back programs

_____ % of revenue

Not applicable. Please provide explanations in the comment box below.

Not known

Comment:

Documents (pages):

http://

Climate Strategy

42. Please indicate the organizational coverage of your GHG inventory.

Answer:

wholly owned entities/facilities representing _____% of total revenue

entities/facilities that are controlled but not wholly owned

jointly controlled assets/entities

entities not controlled but over which the company has significant influence

Not applicable. Please provide explanations in the comment box below.

Not known

Comment:

43. Please indicate the scope of your GHG inventory (according to WBCSD/WRI Protocol or other).

Answer:

Direct GHG emissions (i.e. Scope 1 of WBCSD/WRI Protocol)

GHG emissions from imports of electricity, heat or steam (i.e. Scope 2 of WBCSD/WRI Protocol)

Other indirect GHG emissions (i.e. Scope 3 of the WBCSD/WRI Protocol)

Not applicable. Please provide explanations in the comment box below.

Not known

Comment:

44. Please indicate which independent organization verifies your GHG inventory.

Verified by _____

Not externally verified

Not applicable. Please provide explanations in the comment box below.

Not known

Comment:

45. On what is your strategy for reducing/managing carbon risk based?

Answer:

intra-company emissions trading

national/international emissions trading

Based on carbon sequestration projects

Clean Development Mechanisms (CDM)

Joint Implementation (JI) projects

switching fuel sources

- reducing carbon intensive operations/technologies/products/services
- other methods (please specify)

- Not applicable. Please provide explanations in the comment box below.
- Not known

Comment:

46. What is your target for reducing GHG emissions? (inc. sources of emissions covered, baseline, timescale)
- Target

- Not applicable. Please provide explanations in the comment box below.
- Not known

Comment:

Documents (pages):

http://

Social Dimension

Labor Practice Indicators

47. Does your company use indicators (e.g. number of cases breaching group business principles or national laws) regarding the following issues, and are these externally communicated? Please complete table and provide documents and/or web address.

| | Diversity | Discrimination | Freedom of Association | Child Labor | Forced Labor | Layoffs | Health & Safety |
|-------------------------|--|--|--|--|--|--|--|
| Indicators | <input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> Not applicable | <input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> Not applicable | <input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> Not applicable | <input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> Not applicable | <input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> Not applicable | <input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> Not applicable | <input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> Not applicable |
| Externally communicated | <input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> Not applicable | <input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> Not applicable | <input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> Not applicable | <input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> Not applicable | <input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> Not applicable | <input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> Not applicable | <input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> Not applicable |

- Not known

Comment:

48. Is a system in place to collect and handle employee grievances and complaints (e.g. help line or independent Ombudsman ensuring employee anonymity for whistleblowing)?

- Yes
- No
- Not applicable. Please provide explanations in the comment box below.
- Not known

Comment:

49. Does your company publicly endorse (having signed or publicly acknowledging adherence to) one or more of the following charters/frameworks?

- Answer:
 - UN Universal Declaration of Human Rights

- ILO Tripartite Declaration of Principles concerning Multinational Enterprises and Social Policy
- OECD Guidelines for Multinational Enterprises
- Other charters related to labour practices/HR issues, please specify and attach document:_____
- Not applicable. Please provide explanations in the comment box below.
- Not known

Comment:

Documents (pages):

http://

Human Capital Development

50. Do you measure and control the long-term success of your human resource policies in a formal/standardized way (e.g. based on indicators such as employee satisfaction)?
- Yes
 - No
 - Not applicable. Please provide explanations in the comment box below.
 - Not known

Comment:

If yes, please indicate which performance indicators you are using:

- Answer:
 - Qualitative operating indicators/ratios (e.g. employee satisfaction, degree of implementation of HR projects etc.)
 - Non-financial operating indicators/ratios (e.g. number of hours spent in training, staff turnover rate, number of staff out sick, etc.)
 - Cost-based financial indicators/ratios (e.g. training cost per employee)
 - Investment- or value-based financial indicators/ratios (e.g. ROI - Return on investment, EVA - Economic value added, CVA - Cash value added)
 - Human resource-based financial indicators/ratios (e.g. VAP - value added per person, margin per employee)
- Not applicable. Please provide explanations in the comment box below.
- Not known

Comment:

51. Does your company have a medium-term workforce and skills plan comparing current employees and their skills with the future number, type and skills of employees required to execute the business plan?
- Yes, available for business/performance units generating more than 75% of total revenue
 - Yes, available for business/performance units generating 50% - 74% of total revenue
 - Yes, available for business/performance units generating less than 50% of total revenue
 - Not available
 - Not applicable. Please provide explanations in the comment box below.
 - Not known

Comment:

52. Please indicate the percentage of skilled employees and executives receiving a regular (e.g. at least once per year) formal evaluation of their performance (performance appraisal)
- ___ % of employees
 - Not applicable. Please provide explanations in the comment box below.

- Not known

Comment:

53. Please indicate how senior/middle management is appraised.

- Regular performance appraisal by line superior
- Multidimensional performance appraisal (e.g. line superior plus upward feedback plus 360 degree feedback)
- Systematic use of agreed measurable targets and indicators (e.g. project completion)
- Formal comparative ranking of managers
- Not applicable. Please provide explanations in the comment box below.
- Not known

Comment:

54. Please indicate the percentage of employees for whom there is a company training program, specific to their job category (e.g. specific to the company's sales managers) which must be taken before or within a defined time period after taking up their position.

- ___ % of employees
- Not applicable. Please provide explanations in the comment box below.
- Not known

Comment:

Documents (pages):

http://

Talent Attraction & Retention

55. Please indicate the percentage of employees hired based on a validated selection test in the last fiscal year.

- ___ % of employees
- Not applicable. Please provide explanations in the comment box below.
- Not known

Comment:

56. Please indicate the percentage of skilled employees (managerial, professional and technical employees) leaving the company in the course of the past year relative to the total average number of skilled employees during the last year:

- ___ % of employees
- Not applicable. Please provide explanations in the comment box below.
- Not known

Comment:

57. Please indicate the percentage of your workforce that is systematically outplaced or re-assigned because of weak performance of employee relative to the total average number of total workforce during the last fiscal year.

- ___ % of workforce
- Not applicable. Please provide explanations in the comment box below.
- Not known

Comment:

58. Do you regularly track and benchmark employee satisfaction against industry peers with regard to the following issues?

- Answer:
 - Rewards and recognition
 - Leadership
 - Supportive/collaborative team environment
 - Personal development possibilities
 - Job satisfaction/opportunity to make a difference
 - Working environment (Health and safety, social climate, etc.)
 - Identification with corporate values and strategy
 - Other, please specify:_____
- No
- Not applicable. Please provide explanations in the comment box below.
- Not known

Comment:

59. Based on your employee satisfaction surveys, please characterize the satisfaction level of your employees relative to the previous survey period. Please provide documents and/or indicate web address.

- Higher level of employee satisfaction
- Constant level of employee satisfaction
- Decreased level of employee satisfaction
- Not applicable. Please provide explanations in the comment box below.
- Not known

Comment:

60. What percentage of compensation/annual salary (excluding fringe benefits such as pension plans or company car) of skilled employees and managers is - on average - performance related for:

- Top/Senior management:___ %
- Middle/Lower management:___ %
- Sales Staff:___ %
- Technical specialists:___ %
- Overall company average:___ %
- Not applicable. Please provide explanations in the comment box below.
- Not known

Comment:

61. For the overall company, what percentage of performance related compensation is on average constituted by:

| <input type="radio"/> Type of performance related pay | Percentage [%] |
|--|----------------|
| Stocks or other forms of stock related compensation (eg: options) | |
| Other long-term compensation (not directly stock-related) | |
| Profit shares (or similar) | |
| Sales or order commission (or similar) | |
| Bonus pool based on profit, divided up based on management assessment | |
| Scorecard target bonus set in relation to salary granted on the basis of management assessment | |
| Other, Please specify: | |

- Not applicable
- Not known
- No Answer

Comment:

62. Please indicate the percentage of employees whose variable remuneration and compensation (including boni and all incentive schemes) is linked to environmental, corporate citizenship and corporate responsibility performance at a personal, business unit or corporate level.
- ___ % of total workforce
 - Not applicable. Please provide explanations in the comment box below.
 - Not known

Comment:

63. Please indicate the group-wide employee benefits provided by your company in addition to government schemes.
- Answer:
 - Pension plans
 - Health insurance
 - Medical care for employee families
 - Accident insurance
 - Disability insurance/programs
 - Mortgages & loans
 - Others, please describe: _____
 - Not applicable. Please provide explanations in the comment box below.
 - Not known

Comment:

64. Does your company offer the choice of private pension plans with a sustainability/socially responsible component to its employees?
- Yes, please attach documents and/or web address:

 - No
 - Not applicable. Please provide explanations in the comment box below.
 - Not known

Comment:

Documents (pages):

http://

Knowledge Management/Organizational learning

65. Please indicate if formal organizational learning/ knowledge management systems are in place at your company and the percentage of employees involved in them.
- Formal systems in place covering approximately ___ % of total employees.
 - Formal systems are not in place.
 - Not applicable. Please provide explanations in the comment box below.
 - Not known

Comment:

66. Please select the three (3) most important aims of your knowledge management/organizational learning systems.
- Answer:
 - Increase efficiency
 - Support innovation

- Reduce risk, early warning system
- Enhance learning and the intellectual capital of the firm
- Improve understanding of strategy and vision
- Categorize and structure information
- Not applicable. Please provide explanations in the comment box below.
- Not known

Comment:

67. Please indicate the tools/processes widely used by your company in managing organizational learning and knowledge management.

- Answer:
 - Experts directories
 - Informal knowledge/learning networks
 - Formal knowledge/learning networks with regular meetings and staff support
 - Intranet based knowledge repositories/databases
 - Intranet based interactive knowledge platforms integrated into daily work processes
 - Peer group Key Performance Indicator comparisons across Business Units
 - Systematically accessible descriptions of best practice processes
 - Collaboration/ knowledge sharing as formal feedback criterium
 - Bonus directly related to collaboration/ knowledge sharing
 - Company academy/ university
 - Others, please specify: _____
- Not applicable. Please provide explanations in the comment box below.
- Not known

Comment:

Documents (pages):

http://

Standards for Suppliers

68. Please indicate in which of the following areas your company has defined corporate requirements/guidelines for the selection and ongoing evaluation of key suppliers and service providers at a groupwide level. Please attach examples of such guidelines.

- Environment
 - Labour standards/employment practices
 - Occupational health & safety
 - Human rights
 - External supplier audits
 - Others: Please specify: _____
- Standards are in development and to be implemented within the next _____ months
- Not applicable. Please provide explanations in the comment box below.
- Not known

Comment:

Documents (pages):

http://

Stakeholder Engagement

69. Please indicate how your company engages with external stakeholders. Please provide supporting documents or indicate website.

- Identification, prioritizing and mapping of key stakeholders for input into corporate strategy.
 - Regular briefings/meetings in form of stakeholder dialogue.
 - Feedback from stakeholders to board/supervisory board and/or senior director.
 - Ongoing project teams/partnerships. Examples:
-
- Others, please describe:
-

- Not applicable. Please provide explanations in the comment box below.
- Not known

Comment:

70. Does your company regularly track the satisfaction and/or complaints of the following stakeholders?

- Answer:
 - Governments
 - Interest groups, such as consumer organizations
 - Local communities
 - Media
 - Non-governmental organizations (NGOs)
 - Shareholders
 - Suppliers / Service providers
 - Trade Unions
- Not applicable. Please provide explanations in the comment box below.
- Not known

Comment:

Documents (pages):

http://

Corporate Citizenship/Philanthropy

71. Does your company have a philanthropic/ corporate citizenship/social responsibility strategy which is aligned with your corporate strategy?

- Yes
- No
- Not applicable. Please provide explanations in the comment box below.
- Not known

Comment:

If yes, amongst the following options please allocate 100% to indicate where you get the most value from your philanthropic/corporate citizenship strategy:

- Improved business environment in communities, e.g. increased acceptance, education etc.:___ %
- Alignment of social and economic goals to improve long-term business prospects:___ %
- Corporate Reputation:___ %
- Customer Loyalty:___ %
- Employees Loyalty:___ %
- Not applicable. Please provide explanations in the comment box below.
- Not known

Comment:

72. Please characterize your company's current types of contributions to the social / economic development of communities:

- Employee volunteerism
- Product and services donations
- Funding independent charitable/nonprofit organization/s or foundation/s
- Direct project financing
- Education services to local communities through employees
- Using lobbying process to influence governments to address social concerns
- No contributions
- Not applicable. Please provide explanations in the comment box below.
- Not known

Comment:

73. What percentage of your last reported annual pre-tax earnings/profits (EBIT) is allocated to philanthropic/social investment spending? (Should you have negative EBIT, please specify the philanthropic/social contribution percentage level calculation in the comment box.)

- _____ % of pre-tax earnings/profits (EBIT)
- Not applicable. Please provide explanations in the comment box below.
- Not known

Comment:

Documents (pages):

http://